

CIA CAREER COUNCIL

OGC HAS REVIEWED.

11th Meeting

Date: 10 Nov. 1955

INDEX OF MISCELLANEOUS SUPPORTING PAPERS

DOCUMENT OR PAPER:

TAB

Distribution List for CIA Career Council Agenda

1

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[REDACTED]

2

Memo, Subj: "Revision of Table of Organization to Reflect Manpower Staffing and Development Requirements (Proposed Regulation

2

25X1A

to DD/S fm D/Pers and Ch/Mgmt Staff, 27 Oct. '55, submitting joint Mgmt/OP plan, w/statement recognizing differing requirements in other parts of Agency necessitated development of separate operating procedures. DD/S signed and approved, 27 Oct 55, for submission to Career Council. See also TAB 6 below. (Misc. drafts, Working Cpy, notes re above also filed at this tab)

[REDACTED] "Tables of Organization," 16 Apr. '54 - published cpy to be revised.

3

Staff Study, Subj: "Revised Personnel Promotion and Assignment Policies," to DD/S fm D.Pers, 27 Oct. '55. Signed and approved by DD/S, 27 Oct. '55, for submission to Career Council. (Orig & DD/Pers/PD cc.)

Draft Working Copy, [REDACTED] "Table of Organization - Staff Ceiling, 7 Nov. '55. (See also TAB 2 above)

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Chief, PAD [REDACTED] informal written comments, Staff Study, TAB 4.

5

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Memo to Ch/PED, Subj: "Transcript of CIA Career Council Meeting, 10 Nov 55," fm Exec S cy, transmitting cc of transcript of 11th Meeting.

7

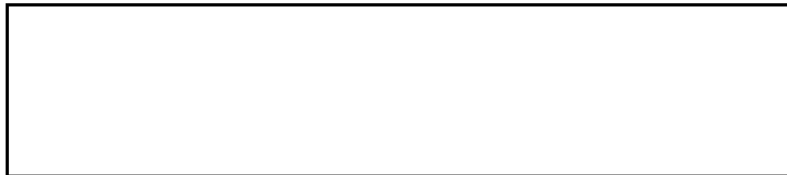
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MINUTES

14th CIA Career Council Meeting

10 November 1954

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AGENDA

FOR THE

CIA CAREER COUNCIL

14th Meeting, Thursday, 10 November 1955, at 4:00 P. M.
DCI Conference Room, Administration Building

1. Minutes of the 13th Meeting; (attached) for approval.
2. "Revised Personnel Promotion and Assignment Policies", dated 27 October 1955; (attached) for consideration.
3. "Revision of Table of Organization to Reflect Manpower Staffing and Development Requirements (Proposed Regulation [redacted], dated 27 October 1955; (attached) for consideration.
4. New business.

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* Draft of [redacted] 10 Nov. 55
actually used by Council in
view of one distributed w/Agenda.
(Also filed under Tab 3.)

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MINUTES
OF THE
CIA CAREER COUNCIL

13th Meeting, Thursday, 15 September 1955, 4:00 p.m.
DCI Conference Room, Administration Building

Present: Harrison G. Reynolds, D/Pers, Chairman
Sherman Kent, Acting DD/I, Alt. for DD/I, Member
Lyman B. Kirkpatrick, IG, Member
[redacted] D/CO, Member
[redacted] Acting DD/P, Alt. for DD/P, Member
[redacted] /TR, Alt. for D/TR, Member
Lawrence K. White, DD/S, Member
[redacted] Executive Secretary
[redacted] Reporter

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Guests

Lawrence R. Houston, General Counsel

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[redacted] of Personnel
[redacted] Staff, Office of Training
[redacted] Office of Personnel
[redacted] Agt/S - Fitness Report Task Force
[redacted] ce of Personnel
Walter Pforzheimer, Legislative Counsel
[redacted] /DD/P - Fitness Report Task Force
[redacted] SA/DD/I - Fitness Report Task Force
John S. Warner, Deputy General Counsel

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1. The minutes of the 12th Meeting of the CIA Career Council were approved as distributed.
2. Mr. Houston commented on the following paragraphs of the minutes of the 12th Meeting:
 - a. 4.e, (Section 5, Authority to pay travel expenses of dependents of overseas employees . . .) - The usage of "suitable medical facility" is agreed to by the Chief, Medical Staff, and the General Counsel.
 - b. 4.f, (Section 6, Authority to pay costs of medical treatment for overseas dependents . . .) - The Chief, Medical Staff and the General Counsel are in agreement with the language as originally presented to the Career Council at its 12th Meeting on 9 September.
 - c. 4.o, (Missing Persons Legislation) - After discussion with the

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Bureau of the Budget and the Department of Defense, CIA will support the Department of Defense Bill but we will have our own Bill ready in case anything goes wrong at the last minute.

3. Mr. Pforzheimer, in commenting on educational allowances for foreign nationals [redacted], stated that, after discussions with the Office of Personnel and the Comptroller's Office, the General Counsel's opinion was that the proposed legislation approved by the Career Council at its 12th meeting on 9 September would cover those employees if desired.

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4. Item two on the agenda, "Status of Membership in the Career Staff," was noted.

5. Item three on the agenda, proposed Retirement Legislation, which had been held over for discussion from the last meeting, was presented to the Career Council by Mr. Warner. The proposal embodies that which was adopted in 1953 by the CIA Career Service Board, except that (a) the provision for double credit of service at an unhealthful post has been eliminated; (b) time and a half credit for overseas service would be retroactive to 18 September 1947 [the Career Council confirmed the "starting date" as 18 September, not 20 September]; (c) minimum voluntary retirement age would be reduced from 55 to 50 years.

6. There were distributed to the members of the Career Council copies of a Staff Study, "Positions for Career Development Programs," dated 15 September, from the DD/Pers/PD, which contained a roster (Status of Positions as of 15 September) of persons occupying Career Development positions. It was agreed that the recent establishment of ceiling controls should not be allowed to hamper the Career Development Programs now underway nor the proper assignment of persons who have completed their programs. The DD/S and the D/Pers agreed to work out a solution to the current difficulties within the ceiling established by the DCI.

7. There were distributed to the members of the Career Council copies of a Staff Study, "Reinsurance of Voided Commercial Insurance Due to Action Taken by Employees Under Agency Orders," dated 15 September 1955, from the DD/Pers/PD and the Deputy General Counsel. The Career Council approved the recommendations, which were: (a) that this matter not be given further consideration, at this time, from the standpoint of proposed legislation; (b) that the General Counsel seek necessary clarification with the Bureau of Employees' Compensation and the Comptroller General; (c) that the CIA Career Council approve the conclusions in principle and that this matter be referred to the General Counsel and the Office of Personnel for whatever further study is necessary.

25X1A9A 8. The proposed new Fitness Report (item four on the agenda) was presented to the members of the Fitness Report Task Force, Messrs. [redacted] 25X1A9A
[redacted] The only controversial matter was whether or not the Fitness Report should be shown to the employee being evaluated. It was agreed that experience had shown that an Agency-wide policy on this matter was necessary. 25X1A9A
[redacted] reviewed the circumstances under which it might be unwise, operationally, for a supervisor to show a Fitness Report to the person being evaluated,

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especially in an overseas situation. It was recognized, however, that since the fall of 1952 it has been mandatory for the supervisor to discuss the evaluation with the subject. It was recommended and approved that the word "optional" be deleted from the instructions in Part I - Performance, and that "It is the policy of the Agency to show" be inserted. The instructions in Part II - Potential remain the same; this part of the Fitness Report would never be shown. In isolated instances, where circumstances exist which make it impractical operationally or otherwise to show the first part of the Fitness Report to the employee, the supervisor is required to so state; however, when the circumstances are altered, the report must then be shown the employee. [The instructions of Part I - Performance, as finally revised, read as follows: "This report is designed to help you express your evaluation of your subordinate and to transmit this evaluation to your supervisor and senior officials. Organization policy requires that you inform the subordinate where he stands with you. Completion of this report can help you prepare for a discussion with him of his strengths and weaknesses. It is also Organization policy that you show Part I of this report to the employee except under conditions specified in Regulation [redacted] It is recommended that you read the entire form before completing any question. If this report is the INITIAL REPORT on the employee, it MUST be completed and forwarded to the Office of Personnel no later than 30 days after the due date indicated in item 8 of Section A below."] It was also agreed that there would be added to Part II - Potential, the following: "Indicate the approximate number of months the rated employee has been under your supervision. [redacted] " Mr. [redacted] of the A&E Staff, representing Dr. [redacted] stated that in his opinion Dr. [redacted] would have no objections to these minor revisions.

9. Item five on the agenda, "Possible Conflicts Between the CIA Career Service Plan and Statutory Rights of Veterans," and item six, "Summary Report of the Activities of the Career Services," were tabled for review at a future meeting.

10. The meeting adjourned at 5:20 p.m.

[redacted]
Executive Secretary
CIA Career Council

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10 November 1955

SUBJECT: Revised Personnel Promotion and Assignment Policies

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- d. The pertinent features of the Agency's present assignment policy provide:

- (1) As a rule, the employee's grade will be no higher than that authorized for the position which he occupies.
- (2) An employee may be assigned to a position of higher grade than his own.
- (3) Temporary assignment of employees to lower graded jobs is authorized under stipulated conditions. Such assignments are limited to one percent of the component's ceiling.

4. DISCUSSION:

- a. In the application of existing promotion policies, there are times when the requirement that a person must be performing higher grade duties to be promoted runs counter to the Agency's need for flexibility in promoting employees based on (1) their value to the Agency, (2) willingness to serve in all areas, and (3) competitive evaluation of each employee's abilities and accomplishments with others at their grade level and in the same Career Service. Application of conventional position analysis techniques to duties assigned to career employees sometimes results in denying them promotions when the evaluation of the job does not warrant its upgrading and therefore cannot accommodate the promotion. This is most apt to occur in overseas assignments when an individual cannot, in the best interests of the Agency, be reassigned (until he completes his tour of duty) to another position which would accommodate the promotion. Even in Headquarters, there are occasions in which individuals are so closely associated with a project or operation that it is contrary to the Agency's best interests to reassign them prematurely to other positions of higher grade in order to obtain promotion. Under any of these circumstances, it does not seem equitable for the Agency to delay or deny an employee's promotion solely because of the grade of the position in which the Agency needs him at the moment.
- b. The "promotion block" situation described should not be resolved by a distortion of the Agency classification structure to accommodate each promotion. Instead, it is essential to sound management that the classification structure of each organization be valid in order that the best personnel assignments and optimum personnel utilization may be obtained over the long run.
- c. The inequities of the present promotion policy could be resolved by revising the policy to authorize the promotion of an employee who has been competitively selected for promotion by the Head of his Career

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10 November 1955

SUBJECT: Revised Personnel Promotion and Assignment Policies

Service but who must temporarily remain in a job classified at his current grade. Such a revised policy would operate within certain budgetary and grade controls, discussed in paragraph e below, to ensure that total grade authorizations for each Career Service are not exceeded.

- d. To maintain consistency with the revised promotion policy as described herein, added flexibility in the existing assignment policy could be attained by eliminating the one percent control limit presently applicable to assignments of employees to positions of grades lower than their own. It seems preferable that Heads of Career Services should be able to assign personnel to lower graded positions as justified by operational exigencies, so long as the total grade structure of the Career Service is not exceeded. The present one percent limitation on such assignments is an arbitrary limit without empirical justification.
- e. The Heads of Career Services play a major part in administering the Agency's promotion and assignment programs. Therefore, it would simplify administration of these revised policies if procedures to control promotions and assignments were established in relation to the grade structure within each Career Service and administered by Career Service Heads. Effective controls could be introduced if all ~~staffing positions~~ authorized positions were tabulated by grade level for each Career Service, a ~~proportionate adjustment of each grade total was to reduce development complement positions~~ and this combined authorization identified as the "Career Service Grade Authorization". Each Career Service would be responsible for ensuring that the distribution of employees by grade levels within the Career Service would not exceed the grade authorization thus computed. In order that the on-board staffing ~~staffing~~ structure of each Career Service could be ~~computed~~ on an equitable and uniform basis, military personnel ~~assigned to staffing or development complements~~ would be charged against the Career Service Grade Authorization based on the assimilated rank table

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5. CONCLUSIONS:

- a. Application of conventional position evaluation techniques needs to be coupled with flexible promotion procedures to permit an employee's proper advancement when the interests of the Agency require his services in the lower graded position.
- b. Heads of Career Services should be authorized to make assignments of personnel to lower graded jobs as required by operational needs provided that such assignments do not exceed the total grade structure authorized for the Career Service.

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10 November 1955

SUBJECT: Revised Personnel Promotion and Assignment Policies

- c. Revised policies and comparatively simplified controls to correct the problems discussed can be introduced.

6. RECOMMENDATIONS:

It is recommended that the Director of Personnel be directed to prepare implementing documents to:

- a. Authorize the promotion of an employee to one grade level above that of the position to which assigned when this action is merited based on the competitive evaluation of the employee's accomplishments and value to the Agency and provided that it is in the best interests of the Agency to retain him in the position concerned.
- b. Eliminate the one percent of component ceiling as a control figure which limits the assignment of personnel to lower graded positions and provide in lieu thereof that such assignments may be made as required by operating conditions subject to controls at the Career Service level outlined in the following paragraph.
- c. Control assignments and promotions to ensure that total Staffing Authorizations by grade level and Career Service are not exceeded. The controls will be established by requiring that each Career Service maintain an employee grade distribution that will not exceed the Career Service Grade Authorization.

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Approved for submission to Career Council

[Signature]
L. K. WHITE
Deputy Director
(Support)

*Unanimously approved
by the Council for submission
to the DCT*

[Signature]
Chairman, CIA Career Council

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27 October 1955

*Revised Draft, 14 Nov 55
actually filmed &
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TO : Director of Central Intelligence

SUBJECT: Revised Personnel Promotion and Assignment Policies

1. PROBLEM:

To revise personnel assignment and promotion policies to meet demands for added operational flexibility.

2. ASSUMPTIONS:

a. That the Agency will continue to use the pay grades and pay scales provided by the Classification Act of 1949, as amended, but may make additional modifications of basic Classification Act principles insofar as is necessary to increase effectiveness of personnel management in meeting operational requirements.

25X1A b. That existing [] Tables of Organization, will be revised to provide for a Table of Organization for each Directorate consisting of a Staffing Complement and a Development Complement. These Complements will consist of the authorized positions to which assignments and promotions may be made.

3. FACTS BEARING ON THE PROBLEM:

a. Heads of Career Services are responsible for ensuring that all employees under their jurisdiction are considered for promotion and for recommending to the Director of Personnel the promotion of those who are best qualified.

b. There are times when the concept of promotion for merit, based on a competitive evaluation of employee's accomplishments and value to the Agency, runs counter to the concept of pay based solely on current duties performed.

25X1A c. Existing requirements for promotion [] include:
(1) time-in-grade requirements; (2) qualification requirements; (3) existence of a suitable higher graded position through either a vacancy, establishment of a new position, or the reclassification of an existing position.

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SUBJECT: Revised Personnel Promotion and Assignment Policies

25X1A d. The pertinent features of the Agency's present assignment policy provide:

- (1) As a rule, the employee's grade will be no higher than that authorized for the position which he occupies.
- (2) An employee may be assigned to a position of higher grade than his own.
- (3) Temporary assignment of employees to lower graded jobs is authorized under stipulated conditions. Such assignments are limited to one percent of the component's ceiling.

4. DISCUSSION:

- a. In the application of existing promotion policies, there are times when the requirement that a person must be performing higher grade duties to be promoted runs counter to the Agency's need for flexibility in promoting employees based on (1) their value to the Agency, (2) willingness to serve in all areas, and (3) competitive evaluation of each employee's abilities and accomplishments with others at their grade level and in the same Career Service. Application of conventional position analysis techniques to duties assigned to career employees sometimes results in denying them promotions when the evaluation of the job does not warrant its upgrading and therefore cannot accommodate the promotion. This is most apt to occur in overseas assignments when an individual cannot, in the best interests of the Agency, be reassigned (until he completes his tour of duty) to another position which would accommodate the promotion. Even in Headquarters, there are occasions in which individuals are so closely associated with a project or operation that it is contrary to the Agency's best interests to reassign them prematurely to other positions of higher grade in order to obtain promotion. Under any of these circumstances, it does not seem equitable for the Agency to delay or deny an employee's promotion solely because of the grade of the position in which the Agency needs him at the moment.
- b. The "promotion block" situation described should not be resolved by a distortion of the Agency classification structure to accommodate each promotion. Instead, it is essential to sound management that the classification structure of each organization be valid in order that the best personnel assignments and optimum personnel utilization may be obtained over the long run.
- c. The inequities of the present promotion policy could be resolved by revising the policy to authorize the promotion of an employee who has been competitively selected for promotion by the Head of his Career

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SUBJECT: Revised Personnel Promotion and Assignment Policies

Service but who must temporarily remain in a job classified at his current grade. Such a revised policy would operate within certain budgetary and grade controls, discussed in paragraph e below, to ensure that total grade authorizations for each Career Service are not exceeded.

- d. To maintain consistency with the revised promotion policy as described herein, added flexibility in the existing assignment policy could be obtained by eliminating the one percent control limit presently applicable to assignments of employees to positions of grades lower than their own. It seems preferable that Heads of Career Services should be able to assign personnel to lower graded positions as justified by operational exigencies, so long as the total grade structure of the Career Service is not exceeded. The present one percent limitation on such assignments is an arbitrary limit without empirical justification.
- e. The Heads of Career Services play a major part in administering the Agency's promotion and assignment programs. Therefore, it would simplify administration of these revised policies if procedures to control promotions and assignments were established in relation to the grade structure within each Career Service and administered by Career Service Heads. Effective controls could be introduced if all Staffing Complement positions were tabulated by grade level for each Career Service, a proportionate adjustment at each grade level made to recognize Development Complement positions, and this combined authorization identified as the "Career Service Grade Authorization". Each Career Service would be responsible for ensuring that the distribution of employees by grade levels within the Career Service would not exceed the grade authorization thus computed. In order that the on-board staffing status of each Career Service could be computed on an equitable and uniform basis, military personnel assigned to Staffing or Development Complements would be charged against the Career Service Grade Authorization based on the associated rank table in
- f. CONCLUSIONS:
- g. Application of conventional position evaluation techniques needs to be coupled with flexible promotion procedures to permit an employee's proper advancement when the interests of the Agency require his services in the lower graded position.
- h. Heads of Career Services should be authorized to make assignments of personnel to lower graded jobs as required by operational needs provided that such assignments do not exceed the total grade structure authorized for the Career Service.

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SUBJECT: Revised Personnel Promotion and Assignment Policies

- c. Revised policies and comparatively simplified controls to correct the problems discussed can be introduced.

6. RECOMMENDATIONS:

It is recommended that the Director of Personnel be directed to prepare implementing documents to:

- a. Authorize the promotion of an employee to one grade level above that of the position to which assigned when this action is merited based on the competitive evaluation of the employee's accomplishments and value to the Agency and provided that it is in the best interests of the Agency to retain him in the position concerned.
- b. Eliminate the one percent of component ceiling as a control figure which limits the assignment of personnel to lower graded positions and provide in lieu thereof that such assignments may be made as required by operating conditions subject to controls at the Career Service level outlined in the following paragraph.
- c. Control assignments and promotions to ensure that total Staffing Authorizations by grade level and Career Service are not exceeded. The controls will be established by:
 - (1) Computing Career Service Grade Authorizations by tabulating by grade level all positions designated to each Career Service on Staffing Complements plus appropriate proportionate adjustments at each grade level to consider the Development Complements.
 - (2) Requiring that each Career Service maintain an employee grade distribution that will not exceed the Career Service Grade Authorization.

Approved for submission to Career Council

/s/

L. K. WHITE
Deputy Director
(Support)

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10 November 1955

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NOTE: Technical and editorial changes have been incorporated in this revised draft. There are no substantive changes. Deleted words are shown by strike out; new words are underlined.

PERSONNEL

TABLES OF ORGANIZATION

This draft was actually used by the Cominf instead of the draft distributed with the agenda

1. GENERAL

This regulation establishes the policies and responsibilities governing the development and maintenance of Tables of Organization in the Agency.

2. POLICY

- a. The Table of Organization reflects the Agency's ~~authorized complement~~ personnel authorization of staff employees and staff agents and ~~that~~ of those detailed military personnel and detailed civilian personnel who will function within the Agency in a staff capacity.
- b. The Table of Organization is composed of two principal elements the total of which constitutes ceiling:
 - (1) The Staffing Complement which represents the authorized manpower (number, type, and grade) necessary for each organizational component to enable it to discharge its currently assigned functions.
 - (2) The Development Complement which provides the essential flexibility to enable each Career Service to administer the recruitment and initial orientation of personnel as well as to train and process

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10 November 1955

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personnel for rotation between headquarters and field assignments. The Development Complement represents the authorization for those employees in each Career Service who are in the following status and are not charged to a Staffing Complement.

- (a) New Employees--Recently appointed professional employees who are engaged in orientation and training for periods in excess of thirty days before being assigned to a Staffing Complement and recently appointed clerical employees who are assigned to the Interim Assignment Section pending their assignment to a Staffing Complement.
- (b) Returnees from Overseas--Employees who have returned (PCS) from an overseas assignment and have not been reassigned to a headquarters Staffing Complement.
- (c) Projected Overseas Assignees--Employees who have been released from their previous assignments and are in the process of preparing for specific (PCS) assignments to Staffing Complements overseas.
- (d) Trainees--Employees who are engaged in full-time external or Agency training for periods in excess of ninety days.
- (e) Detailed Personnel--Employees who are formally detailed outside the Agency for a period in excess of ~~six months~~ thirty days will be assigned to a Development Complement.

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3. RESPONSIBILITIES

- a. Deputy Directors and Operating Officials* are responsible for developing Staffing Complement proposals. Deputy Directors will be kept ~~advised~~ informed of Agency budgetary and personnel ceiling ~~limitations~~ allotments which will be reviewed periodically and allocations made to each Directorate to reflect changes which have been approved by the reviews. The authorized Staffing Complement will ~~determine~~ reflect the organizational structure, number, type and grade of employees authorized for a particular organizational unit and will replace its present organization T/O. Policy and operational commitments either to perform, expand or contract particular functions must be made within these limitations and adjustments made accordingly. Operating Officials will ordinarily notify the Chief, Management Staff, the Comptroller, and the Director of Personnel simultaneously when they begin the process of developing new Staffing Complement proposals or proposals involving significant changes in existing Staffing Complements and Development Complements. This will expedite Staffing Complement and Development Complement processing by enabling these Support Officers to contribute their staff assistance early in the process. This procedure will also develop mutual understanding among the operating

* Operating Officials include: Chiefs of Senior Staffs and Area Divisions under the jurisdiction of the Deputy Director (Plans); Assistant Directors under the jurisdiction of the Deputy Director (Intelligence); and Chiefs of Staffs, the Comptroller, the General Counsel, and Directors of Offices under the jurisdiction of the Deputy Director (Support).

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officials and staff elements concerned which will minimize processing delays during the formal review of Staffing Complement and Development Complement proposals.

- b. In addition to the Staffing Complement authorizations for each operating component, Deputy Directors, and ~~Deputy Service Heads~~ Heads of Career Services whom they designate will be authorized Development Complements for the assignment of returnees from overseas, projected overseas assignees, recruits, outside details and trainees as defined in paragraph 2b above. Heads of Career Services are responsible for reviewing the experience within their Career Services relative to the number of individuals in such status and for proposing Development Complements of appropriate size to accommodate such personnel. It will be assumed that the average GS grade within each Development Complement is similar to the average grade of the Career Service concerned. Deputy Directors and Heads of Career Services are responsible for the proper utilization and administration of employees during the period of their assignment to the Development Complement. Every effort will be made to insure that manpower is retained in this status only for the period of time necessary to accomplish the stated orientation, training, rotation, or related objective.
- c. The Deputy Director (Support) for the DCI is responsible for the review and final approval of Staffing and Development Complements.
- (1) The Chief, Management Staff is responsible for providing staff assistance to operating officials in the development of Staffing

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Complement proposals; for examining Staffing Complement proposals as to their soundness of organizational structure, functions and procedures and for final recommendation as to the manpower and numbers and type of persons involved; he is responsible for ~~the~~ ~~final recommendation~~ preparing recommendations to the DD/S on Staffing and Development Complement proposals including the preparation of a consolidated recommendation for appropriate action by the Deputy Director (Support); reviewing all Staffing and Development Complements each year to determine their relevancy to current manpower requirements and ~~will coordinate~~ coordinating such findings as necessary with those offices concerned; for developing and maintaining specific procedures which will ensure the expeditious processing of Staffing and Development Complement proposals.

- (2) The Comptroller is responsible for providing staff assistance to operating officials in the development of Staffing and Development Complement proposals and for examining such proposals in relation to budgetary, fiscal, and related matters prior to the submission of such proposals for approval.
- (3) The Director of Personnel is responsible for providing staff assistance to operating officials in the development of Staffing and Development Complement proposals, and for evaluating positions on authorized Staffing Complements, including the proper identification of such

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positions by Career Service; the maintenance and dissemination of Staffing Complement and Development Complement records; for approving the assignment of personnel to both Complements and for maintaining appropriate records concerning each individual so assigned.

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*See Draft Revised 10 Nov 55
used by Council in lieu
of this one*
27 October 1955

MEMORANDUM FOR: Deputy Director (Support)

SUBJECT : Revision of Table of Organization to Reflect
Manpower Staffing and Development Requirements
(Proposed Regulation)

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1. The Management Staff and the Office of Personnel have carefully reviewed the several plans and recommendations regarding the above subject and submit herewith a revised single proposal on behalf of Management and Personnel.

2. In submitting this plan consideration has been given to the comments and recommendations of SSA/DDS which are in accord with the joint views of Management and Personnel. However, we are mindful of the requirements of the DDI and DDS organizations which may differ, in varying degrees, with those of the DDP. It is the recommendation of Management and Personnel that these differing requirements be met by development of separate operating procedures, as needed, to implement the single basic policy and plan.

3. Your approval of the attached basic plan is requested. Upon approval, immediate action will be taken to develop necessary implementing procedures.

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Chief, Management Staff

/s/
Harrison G. Reynolds
Director of Personnel

Approved for Submission to the Career Council:

/s/
L. K. WHITE
Deputy Director (Support)

Attachment:

Draft

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1. GENERAL

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- b. The Table of Organization is composed of two principal elements the total of which constitutes ceiling:
 - (1) The Staffing Complement which represents the authorized manpower (number, type, and grade) necessary for each organizational component to enable it to discharge its currently assigned functions.
 - (2) The Development Complement which provides the essential flexibility to enable each Career Service to administer the recruitment and initial orientation of personnel as well as to train and process personnel for rotation between headquarters and field assignments. The Development Complement represents the authorization for those employees in each Career Service who are in the following status and are not charged to a Staffing Complement.

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- (a) New Employees--Recently appointed professional employees who are engaged in orientation and training for periods in excess of thirty days before being assigned to a Staffing Complement and recently appointed clerical employees who are assigned to the Interim Assignment Section pending their assignment to a Staffing Complement.
- (b) Returnees from Overseas--Employees who have returned (PCS) from an overseas assignment and have not been reassigned to a headquarters Staffing Complement.
- (c) Projected Overseas Assignees--Employees who have been released from their previous assignments and are in the process of preparing for specific (PCS) assignments to Staffing Complements overseas.
- (d) Trainees--Employees who are engaged in full-time external or Agency training for periods in excess of ninety days.

(e)

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to a Development Complement.

3. RESPONSIBILITIES

- a. Deputy Directors and Operating Officials* are responsible for developing Staffing Complement proposals. Deputy Directors will be kept advised of

* Operating Officials include: Chiefs of Senior Staffs and Area Divisions under the jurisdiction of the Deputy Director (Plans); Assistant Directors under the jurisdiction of the Deputy Director (Intelligence); and Chiefs of Staffs, the Comptroller, the General Counsel, and Directors of Offices under the jurisdiction of the Deputy Director (Support).

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REGULATION

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PERSONNEL

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Agency budgetary and personnel ceiling limitations which will be reviewed periodically and allocations made to each Directorate. The authorized Staffing Complement will determine the organizational structure, number, type, and grade of employees authorized for a particular organizational unit and will replace its present organization T/O. Policy and operational commitments either to perform, expand or contract particular functions must be made within these limitations and adjustments made accordingly. Operating Officials will ordinarily notify the Chief, Management Staff, the Comptroller, and the Director of Personnel simultaneously when they begin the process of developing new Staffing Complement proposals or proposals involving significant changes in existing Staffing Complements and Development Complements. This will expedite Staffing Complement and Development Complement processing by enabling these Support Officers to contribute their staff assistance early in the process. This procedure will also develop mutual understanding among the operating officials and staff elements concerned which will minimize processing delays during the formal review of Staffing Complement and Development Complement proposals.

- b. In addition to the Staffing Complement authorizations for each operating component, Deputy Directors, and Career Service Heads whom they designate will be authorized Development Complements for the assignment of returnees from overseas, projected overseas assignees, recruits, outside details and twinnings as defined in paragraph 2b above. Heads of Career Services are responsible for reviewing the experience within their Career Services relative to the number of individuals in such status and for proposing Development

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REGULATION

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PERSONNEL

Complements of appropriate size to accommodate such personnel. It will be assumed that the average GS grade within each Development Complement is similar to the average grade of the Career Service concerned. Deputy Directors and Heads of Career Services are responsible for the proper utilization and administration of employees during the period of their assignment to the Development Complement. Every effort will be made to insure that manpower is retained in this status only for the period of time necessary to accomplish the stated orientation, training, rotation, or related objective.

c. The Deputy Director (Support) is responsible for the review and final approval of Staffing and Development Complements.

(1) The Chief, Management Staff is responsible for providing staff assistance to operating officials in the development of Staffing Complement proposals; for examining Staffing Complement proposals as to their soundness of organizational structure, functions and procedures and for final recommendation as to the manpower and numbers and type of persons involved; he is responsible for the final recommendation on Staffing and Development Complement proposals including the preparation of a consolidated recommendation for appropriate action by the Deputy Director (Support); reviewing all Staffing and Development Complements each year to determine their relevancy to current manpower requirements and will coordinate such findings as necessary with those offices concerned; for developing and maintaining specific procedures which will ensure the expeditious processing of Staffing and Development Complement proposals.

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REGULATION

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PERSONNEL

- (2) The Comptroller is responsible for providing staff assistance to operating officials in the development of Staffing and Development Complement proposals and for examining such proposals in relation to budgetary, fiscal, and related matters.
- (3) The Director of Personnel is responsible for providing staff assistance to operating officials in the development of Staffing and Development Complement proposals, and for evaluating positions on authorized Staffing Complements, including the proper identification of such positions by Career Service; the maintenance and dissemination of Staffing Complement and Development Complement records; for approving the assignment of personnel to both Complements and for maintaining appropriate records concerning each individual so assigned.

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FOURTEENTH CIA CAREER COUNCIL
MEETING

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